

BOARD OF VISITORS CHARTER

NATIONAL DEFENSE UNIVERSITY

A. Purpose

The primary role of the Board of Visitors is to provide the President of the National Defense University (NDU) advice, guidance, and assistance toward fulfilling its mission. Either the University President or the Board may identify issues. NDU is under the direction of the Chairman, Joint Chiefs of Staff. Principal components of NDU are the Joint Forces Staff College, Industrial College of the Armed Forces, National War College, Information Resources Management College, Institute for National Strategic Studies, Center for Technology and National Security Policy, Africa Center for Strategic Studies, Near East South Asia Center for Strategic Studies, and the Center for Hemispheric Defense Studies. In addition, seven Special Programs belong to the University.

B. Roles and Responsibilities

The Board's most important role is to serve as an advisory and independent sounding board, furnishing constructive input to the University leadership.

At the same time, the Board serves as a guardian of institutional integrity, assisting the President to ensure the University continues to fulfill its stated mission. To offer that level of support and challenge, if necessary, the Board must operate independently of the University, while maintaining open communication with both the President of the National Defense University and the Chairman of the Joint Chiefs of Staff.

Board members should also serve as advocates for the University. Their expertise, access to government and private sector leaders, and understanding of the University's mission and vision make them a natural link to external audiences. This role does not conflict with the Board's role as guardian.

The Board and University leadership should serve together to identify opportunities for members' participation in University plans, programs, and activities.

The Board is requested to provide observations and recommendations on matters relating to the successful accomplishment of the University's assigned mission. Individual members of the Board may provide counsel to the President, NDU at such times, as they deem appropriate.

C. Composition

The Board will consist of not more than seventeen appointed members. Normally, members will include retired general or flag officers from each of the four services, plus distinguished men and

women from academia, business, industry, research, and other professions related to national security affairs. Efforts should be made to ensure diversity on the Board. Additionally, the Director General of the Foreign Service (Department of State), the Under Secretary of Defense (Personnel & Readiness) and the Assistant Secretary of Defense (Information Systems) will be invited to serve *ex-officio*.

D. Structure

The Board will select a chair to preside over meetings and serve as the focal point of contact with University leaders. The Chair may serve for the full extent of his/her appointment to the Board. If at the end of his/her term, the individual serving as Chair is granted an extension IAW DoD Directive 5105.4, dated Sep 1989, the Board may vote to extend that individuals' term as Chair, not to exceed the first DoD approved 4-year extension.

E. Meetings

The Board will meet at least semi-annually, or at the call of the President of NDU, or Board Chair.

F. Reports

The President of the NDU forwards copies of the Board's reports to the Chairman of the Joint Chiefs of Staff and provides copies for the Library of Congress and the National Defense University archives.

G. Annual Operating Costs and Person Years

It is estimated that the annual operating costs to support the Committee will be \$20,000 and the associated .5 FTE positions.

H. Termination Date

Continuing

I. Filing Date February 28, 2002